

SUMMARY OF ADVISORY GROUPS' RECOMMENDATIONS TO THE DIRECTOR

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1. Require mandatory polygraph examinations every 5 years for all cleared for "Secret/Top Secret" and/or "Compartmented Information," including Congressional Staffers; FBI, State, Justice, etc., employees; White House Staff; and contractors.
 2. Create a National Intelligence Operations Center.
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 4. Require supervisors to attend courses on writing performance evaluations; revise fitness report system. *
 5. D/Personnel should, through PMCD, reclassify positions at the time they are reviewed, and an appeals channel should be developed for any disagreements.
 6. Intelligence collection responsibilities of Community components should be redefined.
 7. Reaffirm right of U.S. citizens to participate in the intelligence mission without fear of reprisal or exposure.
 8. Centralize assignment process in DDO.
 9. Create a career track enabling advancement without assumption of managerial responsibilities.***
 10. Restore credibility of IG as independent grievance system.
 11. Delegate decisionmaking authority down chain of command.
 12. Create a secretarial career service for GS-06s and above. (Done for GS-08s & above)
 13. Increase slots for upward mobility programs.
 14. Organize 1-day training course geared to new secretarial/clerical personnel.
 15. Upgrade DDO Operational Support Assistant slots.
 16. Create an Agency-wide Secretarial/Clerical MAG. (Done)
 17. Distribute vacancy notices more widely.
 18. Establish a Day Care Center.
 19. Review selection-out process to determine whether existing standards meet current and projected needs.

Each "" indicates item suggested by another group.

20. Improve career management in the Agency.
21. Ensure that managers use the Executive Development Roster in making selections for key assignments.
22. The EAG should publish its findings on problem personnel issues identified in the Agency-wide personnel survey. (Done)
23. Study the feasibility of a centralized career system.
24. Appoint a task force to review and make recommendations on the various career problems of secretaries.
25. Hire a full-time certified interpreter to assist deaf employees in interviews, training courses, etc.
26. Designate an area for handicapped employees to report to during fire drills and emergencies and assign someone to be responsible for their welfare; install flashing lights in hallways, restrooms, etc., to serve as fire alarms for deaf employees.
27. Convert a van for transporting the handicapped to other Agency buildings and training facilities.
28. Review OMS guidelines and requirements relevant to the handicapped to ensure that outmoded requirements have been deleted.
29. Concern expressed regarding new "policy of openness."
30. Share views and insights on reorganization plans. (Done)
31. To enhance employees' understanding of the DCI, he should: clarify his interpretation of the roles of the DCI and DDCI; continue and expand the "Notes from the Director"; have more personal contact with employees; and explain the role of his immediate staff.
32. Assume a forward-looking, self-initiated posture in public affairs. (Done)
33. Improve employee relations and attitudes by: tasking the DDA to implement a program of interdirectorate rotations and transfers; convene a task force of Agency and other Government representatives to review the CIA management system; and review the utility of various panels and staffs.
34. Objectively and uniformly evaluate and exert control over each phase of the intelligence cycle within each component of the Intelligence Community.
35. Take measures to enhance the professional status of clericals: include clericals in existing personnel management mechanisms; consider restructuring and redesignation of positions; eliminate basing clerical grades on those of their supervisors; and increase training possibilities.

36. Integrate EEO activities into the normal Agency personnel management system.
37. Disestablish Agency policy on MBO, leaving MBO available as an option for components to use on an individual basis. (Done)
38. Improve communication between employees and you and your staff by: informing employees about programs and changes before they are announced in the press; expand "Notes from the Director" and provide copy to each employee; strengthen the role of the DDCI to clarify and express your aims to employees in your absence; continue to use MAGs as communication vehicles. (Done)
39. Provide feedback on briefings prepared for you and on how they are received; take substantive specialists with you to briefings. (Done)
40. Coordinate changes and late additions to the PDB with a representative from the appropriate office; fully coordinate all DDO contributions to current intelligence products.
41. Solicit the cooperation of other departments and agencies in providing Agency analysts with access to their data; seek feedback on our products.
42. Encourage more intelligence analysis and production by CIA without coordination with other agencies; reduce the number of interagency intelligence products; use the NID system to produce a community product only when a coordinated view is absolutely necessary; prohibit parallel text containing dissenting assessments after approval of the final draft of an interagency paper.
43. Consider an Agency-wide publication similar in concept to the DDA Exchange. *
44. Expand CIA Guest Speaker Program to include Agency components and speakers. (Done)
45. Recruit more DDO officers with scientific and technical backgrounds and encourage NFAC and DDS&T officers to seek rotational and long-term assignments within the DDO.
46. Explain DCI's views on career/personnel management policies.
47. Authorize Agency personnel who are state-certified "paramedics" to provide emergency after-hours first aid. (Done)
48. Maintain pressure on State Department to make policy related available to NFAC analysts.
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50. Provide areas where analysts could work on long-range research without being interrupted by usual office distractions. (Done)

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- 52. Establish one component responsible for all information handling.
- 53. Establish one component responsible for managing and assessing threat information.
- 54. Direct the Intelligence Security Committee to establish uniform clearance standards for the Community and private industry.
- 55. Establish a system of colored files for each classification category.
- 56. Continue to oppose future attempts to reduce overseas benefits and allowances.